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DCI/IC 74-084
3 June 1974

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MEMORANDUM FOR:



SUBJECT:

[Redacted] Piece on Requirements ("The Intelligence Requirements Process" previously distributed)

1. I intend to work Mac's paper up into a paper to be coordinated with key USIB agencies. [Redacted] is getting at a fundamental question that has to be answered in order for USIB and for us to do the intelligence job correctly. We are still making resource decisions without an audit trail back to the fundamental requirements to be served. The KIQ/KEP process is going to help, but as of now it is primarily useful in pointing up the lack of a proper requirements system in the total intelligence process. Even with the KIQ/KEP process operating on a steady basis, we still have USIB failing to address its responsibilities effectively in the requirements area.

2. I have some problems with Mac's approach to the ordering of requirements. To me, a first-order requirement is one that states a fundamental need for intelligence as seen by the user. DCID 1/2 and JSOP Annex A don't quite meet this criterion. They are more on the order of broad guidance and prioritization of effort. The KIQs as presently constituted don't quite fit the criterion either. Some do; some don't. Examples of first-order requirements would be:

- Monitor the development of Chinese advance weapons programs.
- Keep Soviet SSBNs under surveillance.
- Provide forecasts of worldwide basic food commodity availability, etc.

Perhaps I am speaking here of a better set of the old PNIOs.

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3. As far as the KIQs are concerned, it may be that they should all, in fact, be second-order requirements rather than first, since first-order requirements tend to be so broad that precision in resource expenditure against them is not feasible. Second-order requirements should be a breakdown of first-order requirements into sub-questions that must be answered in order to meet the first-order requirements. In looking over the list of KIQs presently on the books, a number of them fit in this category.

4. The third order of requirements is as Mac has stated, those specific elements of information which allow you to answer the second-order questions.

25X1A 5. Naturally enough, Mac is not delving deep into the parallel problems of requirements levied on human and overt sources. This needs to be fleshed out in the paper. I would appreciate the views of [redacted] people on this matter.

25X1 6. When we float the paper to the Pentagon we need also to address the separation of peacetime and wartime requirements. A good deal of confusion arising across the board (not just with SIGINT) in the requirements business is the admixture of wartime and contingency requirements with the peacetime requirements. Once we have established a requirements hierarchy and system for the peacetime requirements process, we should ask our Pentagon brethren to establish a parallel set for wartime contingencies involving the major commands as required. Such an approach will help [redacted] efforts in the tactical/national intelligence interface game.

7. I would like to get together on this problem Wednesday afternoon. (It might be useful for the 10:30 meeting on Thursday with the DCI and the NIOs reference the KIQs.)

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(Signed)

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[redacted]
Lieutenant General, USA
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